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A Study of Work Related Attitudes Like Job Satisfaction, Job Involvement and Job Commitment with Special Reference to Employees of Mahavitaran in Satara District

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ABSTRACT

Energy is an engine of economic growth and future growth will depend on availability and quality of energy. India is world's fifth largest energy producer and seventh largest energy consumer. Electricity is 'concurrent' responsibility of the central and state governments. Mahavitaran or Mahadiscom or MSEDCL (Maharashtra State Electricity Distribution Company Limited) is a Public Sector Undertaking (PSU) controlled by the Government of Maharashtra. It is the largest electricity distribution utility in India (largest in the world after SGCC). MSEDCL distributes electricity to the entire Maharashtra state except some part of Mumbai city. Managing the human resource is a challenge for Mahavitaran. Human resource manager requires understanding the relationship between various works related attitudes. This research focuses on finding the relationship between job satisfaction, job involvement and job commitment on employee performance of MAHAVTRAN in Satara District.

INTRODUCTION:

Electricity is 'concurrent' responsibility of the central and state governments. There is Dominance of public sector institutions in power sector. The private participation has been increasing after the adoption of new economic policy. Electricity is a basic need of domestic, agriculture and industrial sector of any economy.

First power station commissioned at Darjeeling on 10th Nov 1897 (3x65 KW) with an installed capacity. On the dawn of independence of country, India had an installed capacity of 1362MW. In Mar 2013 it increased to 2,23,343 MW. There are a Growth 164 times in 66 years from independence. In 2013 there were over 180 Million consumers in country of which over 13 million consumers were from agriculture the annual revenue for 2013 was Rs. 4,30,000 Crores. India is 5th largest electricity utilizing country next to USA, China, Japan and UK. By year 2014 it is estimated that we will be 4th largest electricity utilizing country. In 2014, per capita consumption was 970 Units/year. While other side is that 25% Indians still do not have access to electricity.

The Central Electricity Regulatory Commission (CERC), as the apex regulatory body, under the Electricity Act 2003, has been vested with several critical roles as an independent regulator in a sector. Sector It opened the sector for private participation in the Electricity Act 2003. Also, it can regulate the tariffs of companies and can specify standards of quality, continuity and reliability of service to be provided by licensees.

In Maharashtra state, a separate board Maharashtra State Electricity Board (M.S.E.B.) was established in year 1956 Area. M.S.E.B. performed responsibility of power generation, power distribution and power transmission for fifty years. As the power sector was faced with big problems it became inevitable to unbundle the oversized Maharashtra State Electricity Board. Hence on June 6, 2005, four companies came into existence including MSEB holding company, Maharashtra State Electricity Distribution Company (Mahavitaran), Maharashtra State Electricity Transmission Company (Mahapareshan) and Maharashtra State Electricity Generation Company (Mahagenco)

Maharashtra is the Third Largest State in country in terms of population and area. It is a highly Urbanized State – 45.2% people residing in Urban area. The Gross State Domestic Product (GSDP) – Rs. 11,99,548 Cr financial year2011-2012. Contribution of the state in industrial investment was 9.6 percent in the year 2013.The electricity consumption in the

state was 87396 Million Units in year 2013.It is 14.2 % of Country's consumption. The restructuring of the M.S.E.B is changing the power scenario in the state. The restructuring has started yielding good results and there seem great promises for the brighter future of the power sector in the state.

Important stakeholders of Mahavitaran are Government of Maharashtra, seventy-six thousand employees of Mahavitaran and most important two crores and twenty lakh consumers.

According to the Comptroller and Auditor General of India (CAG), Injudicious expenditure, persistent irregularities and tardy progress in completing projects have cost the state electricity utility MSEB over Rs 1,100 crore in the course of a year. The CAG of India, in its recent report, has held the Maharashtra State Electricity Board responsible for irregularities that resulted in a loss of Rs 1,111 crore. Financial mismanagement has resulted in witnessing heavy losses to the M.S.E.B., mentions the CAG. Hence a need for unbundling of M.S.E.B. into four parts.

Along with concentrating on technical issues, Mahavitaran introduced many initiatives to provide better customer services. With the usage of Information & Technology, Mahavitaran has been able to connect to its customer and handle their issues in a much better way. Mahavitaran has established customer database to ascertain various policy. Initiatives are taken by Mahavitaran to serve its customers better.

A. REVIEW OF LITERATURE:

Indian power sector depends on the national and state level distribution utility policies, it is expected that these policies fulfill the needs of various stakeholders, generate income to state, achieve the state's target and increase the stakeholder's satisfaction. As Mahavitaran is underperforming and there is an urgent need for proper policy towards achieving a quality and continuous well-functioning electricity market in the state. Regional development, industrial growth and job creation depend on reliable and inexpensive energy supplies that only comes after proper implementation of policy that can be designed after performance analysis. The review of some of the important earlier related research studies on the present studies is as mentioned below:

1.Sant Girish (1998) [1]Research in Power Sector Restructuring: Challenges, Lessons, and Suggestions" Carried out but the study is carried out related to restructuring of power sector.

This is the presentation made to the Ministry of Power, New Delhi, India. The presentation is focused on three crucial aspects of reforms: (a) evaluating the widely used theme of "privatization = competition = efficiency", (b) evaluation of regulation in the Orissa model, and (c) the need for separating urgent and immediate issues and resorting to a wider participatory process for arriving at decisions regarding the reform model to be adopted. But research not included the Performance Analysis of power sector the research helps related to challenges in restructuring of power sector.

2.Wagle Subodh (1998) [2] studied on " State Electricity Board (SEB) Reforms and Power Sector Regulation, Indian School for Political Economy", Pune A Civil Society Perspective includes conceptual framework the study includes state electricity board reforms and regulation related to civil society in consideration with the perspective. To sum up, the power sector reforms are critical for the economy of this country and hence for the future of the society. And such a critical issue cannot be dealt simply by wielding the magic wands of unbundling and privatization, even though they are designed and sponsored by the World Bank. There is no substitute to the hard decisions and painful changes which can be brought about only through effective, sabotage-proof, and truly accountable regulation. Performance analysis is outstanding significance among the function of the Mahavitaran which appears as the attitude of stakeholder towards the organization relating to performance management in a quantifiable way.

3.Rahul Tongia (2003) [3] said Utilities still don't function like business entities SEBs used for political patronage, social engineering part of the privatization process included over labor security High employee costs, perhaps greater institutional cost Andhra Pradesh has over 65,000 employees for about 6,200 MW Connecticut has just several thousand employees for similar capacity. In a loss-making system, who has first rights to cash flow? Earlier policies favored generators over other segments. What of cherry picking for privatization (viable, urban areas)? Are there enough players, and does size matter?

4.Bajaj H L (2006) [4] Power sector reforms in India were initiated in the face of mounting commercial losses due to poor fiscal health of state utilities, endemic capacity and energy shortages and increasing subsidy burden on the states. Investment in the sector was falling far short of demand in power supply. This paper reviews the performance of the Indian power sector in the last one and half decade since the reforms initiated

While undergoing restructuring. The study also examines how far the reform process during this period has been effective in realizing its set objectives and benefited the development of the power sector and the nation at large. The paper briefly discusses the issue involved in introduction of competition in the power sector primarily through development of a market for bulk power.

5.Sakri S.G.(2006) [5] as per the report a research is carried out in "Power sector reforms in Karnataka" also the study include In India the power sector reforms were initiated in 1991. It began with the participation of the private investors' in generation and then focused on the unbundling of vertically integrated utilities. The regulatory commissions were formed in 1998 and the Electricity Act 2003 was enacted to accelerate the reforms. In states, the reforms were initiated in November 2003. The Karnataka state started reforming its power sector in 1999, with passing of the Karnataka Electricity Reforms Act. After the unbundling of the SEB and formation of the Karnataka Electricity Regulatory Commission (KERC), the state is pursuing Accelerated Power Development and Reform Programme (APDRP). In this paper, various activities of the power sector reforms in Karnataka are discussed.

B. STATEMENT OF PROBLEM

Mahavitaran is the public-sector electricity distribution company in Maharashtra which is governed by State Government of Maharashtra, being one of the advanced states in India Mahavitaran plays a vital role in a field of power sector. The power sector in Maharashtra is facing challenges due to which unrest among the stakeholders is evident. The reasons for the unrest are as follows:

- Need for enhanced benefits to all the stakeholders of Mahavitaran namely the owner (State Government), Employees and customers.

- MSEDCL has a workforce of about 77,109 employees. This force is the real asset of the company. The welfare and well-being of this asset is a major concern

- To improve underperformance of state electricity market by designing proper H.R. policy.

- Negligent attitude of the employees towards the problems of the consumers due to monopoly in the power sector.

- Lack of effective control, coordination and proper communication due to oversize of the MSEB and accountability is lacking

- Employee related problem i.e. low motivation, poor productivity, lack of training, lack of competition has caused degradation of the organization

- Failure to meet the statutory and regulatory performance standards assigned by regulatory commission.

In consideration of the above problems, this study investigated the problems and attempt to provide solutions to the Mahavitaran as to how to address the issues mentioned above.

C. OBJECTIVES OF THE STUDY:

To analyze the changing human resource practices viz-a-viz work related attitudes and their impact on employee performance.

E. HYPOTHESES OF THE STUDY:

There is correlation between work related attitudes like job satisfaction, job involvement and job commitment and performance of the employees.

F. RESEARCH METHODOLOGY:

- **Type of research:** This study is both descriptive and exploratory type of research

Survey Method was adopted to obtain relevant information pertaining to study of employee Performance analysis with respect to the Satisfaction of consumers of Mahavitaran in Satara district.

The survey was conducted with the help of a questionnaire.

Following are the stakeholders (respondents) who were interviewed:

1) Employees of Mahavitaran in Satara Circle

a) Pay group I

b) Pay group II

c) Pay group III

d) Pay group IV

2) Category wise consumers in Satara Circle

a) High Tension consumer

b) Domestic consumers

c) Commercial consumers

d) Industrial Consumer

- **Sources of Data:**

Primary Data:

The primary data was collected through a well-structured direct questionnaire that was administered to the respondents by the researcher and through interviews.

a) Questionnaires:

Two sets of structured direct questionnaires were prepared, one for the employees belonging to various pay groups of Mahavitaran and the other for the consumers of Mahavitaran belonging to various categories.

The types of questions in the questionnaires included:

i) Open-ended questions

ii) Dichotomous questions

iii) Multiple choice questions and

iv) Rating scale for obtaining ranking.

b) Structured and Unstructured Interviews:

Certain information required to fulfill a few objectives cannot be elicited with the help of the questionnaire alone. In such cases, an in-depth interview with the help of a structured and unstructured interview schedule was administered by the researcher.

Secondary Data:

The secondary data will comprise of existing published and unpublished literature, which was used for laying the conceptual framework. Other sources of secondary data that were used are as follows:

Documentary Data:

Regular office documents available in Mahavitran, annual reports and other records were used to collect the desired information.

Library Sources:

Library sources were used for accessing research journals, trade magazines and publications of the Mahavitran.

Sample Selection:

A sample of the two major stakeholders i.e. employees and consumers of Mahavitaran were selected as follows:

Employees of the Mahavitaran were broadly divided according to their pay group and consumers broadly divided according to their purpose of use.

Sample size of employees was calculated by using 'proportionate stratified random sampling' method for which the formula is

$$\mathbf{n = N / 1+Ne^2}$$

Where **N** = Population size

E = Error

n = Sample size

A) Category wise Sample of Employees in Satara District

Class of Employee	Employee in Satara District	Sample Size
Pay group I	24	4
Pay group II	181	44
Pay group III	638	105
Pay group IV	1189	194
Total	2023	397

B) Category wise Sample size of consumers in Satara District

Sample of consumers of Mahavitaran of Satara district was selected by proportional allocation method under which sample size is kept 1000 (i.e. .047 % of the Population)

ni= n*Pi

Where P presents the proportionate of population included in stratum

P= Population of stratum /Total Population

Categories of consumer	Number of Consumers	Sample Size
High tension	559	3
Residential Consumers Below 300 units	1258633	590
Residential above 300 units	1211	4
Commercial above 200 units	877	3
Commercial below 200 units	119252	56
Industrial	26666	12
Agriculture	617490	292
Others	86127	40
Total	2111139	1000

F. ANALYSIS AND INTERPRETATION OF DATA:

Hypothesis: There is correlation between work related attitudes like job satisfaction, job involvement and job commitment and performance of the employees.

For finding the correlation between job satisfaction, job involvement and job commitment of the employee researcher has used the Karl Pearson's correlation coefficient method. The results are as below (Table no).

Table: Correlations among job satisfaction, job involvement and job commitment scores of employees by Karl Pearson's correlation coefficient method

Variables	Job-Satisfaction	Job -Involvement	Job - Commitment
Job-Satisfaction	-		
Job -Involvement	r=0.8288	-	
Job - Commitment	r=0.7839	r=0.7388	-

1. Comparison of Job Involvement and Job Satisfaction:

From above table, it is observed that r=0.8288. Therefore it is concluded that there is strong positive correlation between job satisfaction and job involvement. It reveals that, when satisfied with their job, employees' involvement in the job increased.

2. Comparison of Job Commitment and Job Satisfaction:

It is also observed that r=0.7839. Therefore, it is concluded that there is strong positive correlation between job satisfaction and job commitment. It reveals that employees are more committed to Mahavitran when they derive satisfaction from their work.

3. Comparison of Job Commitment and Job Involvement:

It is observed that r = 0.7388. Therefore, it is concluded that there is strong positive correlation between job commitment and job involvement. It reveals that when employee involvement increases then they are more committed and loyal to Mahavitran.

G. CONCLUSION:

It is concluded that job satisfaction, job involvement, job commitment strongly correlated with each other. There is strong positive correlation between them. This means that when work related are positive it indicates that their performance with relation to proper service to the consumers of Mahavitran.

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